
Building Refurbishment and Interior Finishes Quality: Defects, Snagging and Handover Course

8 – 12 February 2027
Barcelona





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Programme Summary

Building refurbishment and interior finishes quality, from survey to snagging and handover, is the subject of this five-day training course for project directors, fit-out managers and owner representatives at advanced level, culminating in a refurbishment quality and handover plan. Refurbishment projects meet hidden conditions, occupied spaces and finishes that are judged by eye, so disputes over quality and late handovers are common. The approach moves from surveys and scope, through phasing and finishes specification, to inspection, defect control and close-out. Mars Training Centre UK delivers this programme in building refurbishment and interior finishes quality.

The Business Case

In refurbishment, cost and time are usually lost before work starts, when existing conditions are not surveyed, and at the end, when finishes are rejected and snag lists grow. Leaders who define quality with agreed samples, phase works around occupants and inspect as work proceeds hand over on time and avoid long disputes over subjective defects and protect the client relationship.

- Rework on Finishes: Falls as mock-ups and benchmark samples fix the accepted standard before installation.
- Handover Delay: Shortens as snagging is run progressively rather than left to the final weeks.
- Disruption to Occupants: Reduces as phasing, access and safety controls are planned with the building users.

Principles and Evidence Base

- ISO 9001: Quality management principles, including the process approach and plan-do-check-act, frame the inspection and defect control system in Sessions 3 and 4.
- ISO 45001: Occupational health and safety management guides the planning of works in occupied buildings in Session 2.
- ISO 15686: Service life planning informs the choice of durable finish systems in Session 3.

Intended Participants

- Leaders accountable for refurbishment budgets, programmes and quality outcomes.
- Fit-out and refurbishment managers who coordinate finishing trades.
- Owner representatives who accept works and manage defects liability.
- Facilities leaders who keep buildings operating while works proceed.

The programme serves hotels, hospitals, offices, government buildings and retail estates.



Learning Outcomes

1. Participants will be able to diagnose existing building conditions and risks before strip-out begins.
2. Participants will be able to construct a phasing plan that keeps occupied areas safe and operational.
3. Participants will be able to evaluate finishes specifications for flooring, ceilings, partitions, paint, tiling and joinery.
4. Participants will be able to justify acceptance standards using mock-ups and benchmark samples.
5. Participants will be able to prioritise defects by category and drive progressive snagging to handover.
6. Participants will be able to design a close-out process covering handover documents and the defects liability period.

Programme Structure

Day 1: Building Refurbishment Surveys and Scope

What does the existing building hide, and what will the works really involve?

- Condition and Dilapidation Surveys
- Hazardous Materials Surveys Before Strip-Out
- Measured Surveys and As-Found Records
- Scope Definition and Provisional Sums for Unknowns
- Refurbishment Risk Register

Day 2: Phasing and Works in Occupied Buildings

How do works proceed while people still use the building?

- Phasing and Decant Planning
- Access, Segregation and Dust Control
- Occupied Building Safety Under ISO 45001
- Services Continuity and Shutdown Coordination
- Stakeholder Communication With Building Users

Day 3: Interior Finishes Specification and Benchmarks

What quality is expected, and how is it agreed before installation?

- Flooring, Ceiling and Partition Systems
- Plaster, Paint, Tiling and Joinery Tolerances
- Finish Durability and Service Life Planning
- Mock-Ups, Benchmark Samples and Approvals
- Substrate Readiness and Trade Sequencing



Day 4: Inspection, Defects and Snagging

How are defects found early and closed out without dispute?

- Inspection and Test Plans for Finishing Trades
- Defect Classification and Severity Ratings
- Progressive Snagging and Digital Snag Lists
- Root Cause Review of Recurring Defects
- Contractor Performance and Corrective Action

Day 5: Applying the Refurbishment Quality and Handover Plan

Is the plan ready to take a live refurbishment to handover?

- Applying Day 1 Surveys to a Live Project
- Linking Day 3 Benchmarks to Acceptance Criteria
- Scheduling Day 4 Snagging Into the Programme
- Handover Documents and Defects Liability Management
- Completing the Refurbishment Quality and Handover Plan

Methodology

The programme uses case analysis of refurbishments in hotels, hospitals, retail and office buildings. Participants review real survey reports, finishes specifications and snag lists, judge sample panels against tolerances and rebuild a handover schedule from site records. Peer review of each plan tests whether quality expectations are clear enough to avoid dispute.

- Suggested activity: Classifying a set of photographed defects by severity and responsibility.
- Suggested activity: Writing acceptance criteria for a tiling mock-up.
- Suggested activity: Phasing a hotel floor refurbishment around live operations.

Capstone Output

Each participant completes a refurbishment quality and handover plan. It contains a survey and risk summary, a phasing plan, a finishes benchmark schedule, an inspection and snagging regime, and a close-out checklist for the defects liability period. It is used to brief contractors and agree quality with the client.



Frequently Asked Questions

Is building refurbishment and interior finishes training suitable for senior project leaders?

Yes. It is set at advanced level for leaders who own refurbishment budgets and quality, and assumes experience of managing construction or fit-out work.

Which standards does the building refurbishment and interior finishes programme rest on?

It rests on ISO 9001 quality management principles, ISO 45001 for safety in occupied buildings and ISO 15686 for service life planning of finishes.

How is the refurbishment quality and handover plan used at work?

You can use it to brief contractors, agree acceptance standards with the client, run progressive snagging and manage the defects liability period.

How does building refurbishment and interior finishes training differ from a building envelope programme?

It covers interior finishes and works inside existing, often occupied, buildings, rather than facades, roofs and water tightness of the outer envelope.